



Diversity, Equity, and Inclusion Plan 2026-2027

At The International School of San Francisco, our Mission, Values, and Commitment to Equity guide and inspire our work in Diversity, Equity, and Inclusion (DEI). As a bilingual, international, and multicultural school, we embrace the rich diversity of backgrounds, identities, and experiences that strengthen our community.

Following our participation in the 2025-2026 NAIS Assessment of School Culture (formerly known as AIM, the Assessment for Inclusivity and Multiculturalism), we gained invaluable qualitative and quantitative insights to better understand the lived experiences of our community members. The broad engagement from all stakeholders (including 851 participants from students, teachers, parents, trustees, staff, alumni, and administration) has provided a clear roadmap for our continued evolution.

Our commitment to DEI is non-negotiable. This year, we are elevating our strategy by integrating Community, Dignity, and Belonging to sharpen our impact and deepen inclusion across every level of our organization. By centering on Dignity, we recognize the inherent worth of every individual. By focusing on Belonging, we move beyond the check-boxes of representation toward the “felt” experience of being known, valued, and empowered. This data-informed plan outlines both continuing and new initiatives designed to turn these shared values into a tangible, lived reality.

Increasing Diversity

We center our efforts on broadening representation, strengthening inclusive leadership, and building collaborative pathways for connection that reflect the diversity of our international community.

- **DEI Leadership and Structure:**

We will continue to support the leadership of our Director of DEI, the newly renamed **Community, Dignity, + Belonging Committee**, and the Maternelle DEI Coordinator to build broad engagement across the entire school. To create a more holistic, coordinated approach to student well-being, support management and responsive pedagogy, this momentum will be championed by our inaugural **Director of Student Support**, who arrived in July 2026.

- **Community, Dignity, + Belonging Committee:**

Moving beyond an instructional focus, our former faculty DEI Committee has transitioned to the **Community, Dignity, + Belonging Committee**. To truly operationalize a whole-school approach, membership has expanded beyond division faculty representatives to intentionally include administrative offices, arts, admissions, and athletics. This cross-functional committee will collaborate with leadership to guide professional development and coordinate targeted programming that ensures our values are felt in every aspect of school life.

- **Faculty and Staff Recruitment:**

We recognize that diverse teams contribute to innovation and excellence. Our international and bilingual model thrives on a wide range of perspectives. We will continue to expand our recruitment efforts and support systems to ensure that faculty and staff from a broad spectrum of backgrounds feel welcome and supported. Leaders involved in hiring will receive training on equitable and inclusive hiring practices.

- **Student Recruitment:**

Through partnerships with local daycare centers, preschools, and community organizations, we aim to reach diverse applicant pools and support smooth transitions for families joining our programs. We will continue outreach efforts that enhance representation in our admissions pipeline. We will also establish intentional avenues to better involve our alumni community, who have expressed a clear desire for deeper connection and involvement in diversity initiatives.

- **Board Recruitment:**

We will continue efforts to broaden the perspectives and lived experiences represented on our Board, with a focus on inclusive leadership and equitable governance. This includes encouraging greater representation in both the Board and parent leadership roles.

Attending to Equity

We focus on removing systemic barriers, building interpersonal trust, and actively moving student-teacher relationships from “Priority” to “Healthy” thresholds.

- **Financial Accessibility:**

Roughly one-third of our families receive financial aid, contributing to the socioeconomic diversity of our community. We are committed to ensuring that all students, regardless of financial background, have full access to the educational experience, including participation in programs like our High School SUCCEED initiative.

- **Academic and Social-Emotional Support:**

We will continue to support faculty in implementing culturally responsive teaching practices and inclusive classroom strategies, including Responsive Classroom and Positive Discipline. With supervision from the new Director of Student Support, we will provide targeted support for learners navigating structural, social, or cognitive barriers.

- **Curriculum and Materials Review:**

Led by the Assistant Head of School for Teaching and Learning and section heads, we will continue reviewing curricular materials to ensure representation, reduce bias, and reflect a range of global voices. Our success in multicultural education (which outpaces national benchmarks) will continue to serve as a pedagogical anchor.

- **Restorative Justice:**

We are intentionally revisiting, revising, and strengthening our restorative practices and active upstander approaches in the Middle and High Schools to foster genuine connection and to better repair harm. To address “hard truths” with a spirit of restoration, all faculty and staff will receive updated training and institutional backing to effectively intervene when identity-based harm or teasing (particularly regarding physical appearance and individual ability) occurs. By equipping adults to look past the “joking” defense, common spaces (hallways, cafeteria, playgrounds) must remain environments of supervised safety.

Ensuring Inclusion

We are dedicated to cultivating a universal sense of belonging, improving feedback loops, and transforming our physical environment into a vibrant bridge for connection.

- **Building Belonging and Community:**

Guided by the NAIS assessment, we will actively strengthen relationships between students and adults, address incidents of microaggressions in alignment with International’s school values, and enhance communication pathways to address the benchmark rating regarding concerns being heard and valued. As part of this commitment, we are partnering with Jason Craige Harris, Senior Advisor at Pollyanna, who launched our school year during the August Opening Days professional development. His dynamic and practical sessions will equip faculty, staff, and student leaders with concrete skills, storytelling, and self-reflection to actively practice dignity, community, and belonging in classrooms, hallways, offices, and daily interactions throughout the school.

Inclusive Teaching Practices and Neurodiversity: Professional learning will expand upon last year’s focus on neurodiversity. Faculty will engage in ongoing training with a focus on social-emotional learning, executive functioning, and teaching strategies that support diverse cognitive profiles, guided by equity-oriented educational resources. New this year are schoolwide initiatives such as color-coding of materials, classroom design that is sensitive to visual stimuli, and a digital tool that supports time management.

- **Parent and Family Engagement:**

To foster an inclusive parent community, the Director of DEI plans to launch a workshop for volunteers (i.e. class parents, Parent Association) focused on how we uphold our school values both on and off campus. Parents will be offered multiple opportunities for collaborative engagement. This includes Principals’ Coffees, specialized DEI-focused programming (including expanded affinity parent groups), and transparent communication regarding how parent feedback is actively shaping our path forward.

- **Board Learning:**

The Board DEI Committee continues to advance inclusive governance practices by considering



ways to foster authentic connection among trustees and increase representation of experiences on the Board. Trustees will leverage the 2025-2026 assessment data to inform future strategic priorities and planning and engage with Jason Craige Harris to better understand the framework of Community, Dignity, and Belonging.

- **Curriculum Integration and Constructive Dialogue:**

At the beginning of the school year, grade-level retreats and activities will focus on school values, relationship-building, and constructive dialogue. Throughout the year, counselors, deans, advisors, the Director of Student Support, and the Director of DEI will deliver lessons that deepen our understanding of our complex identities, promote inclusion, and equip students to act as upstanders and engaged community members.

- **Affinity Groups:**

We will continue supporting student, faculty, staff, and parent affinity groups to provide affirming spaces around shared identities or experiences. This year, we are expanding our offerings to include three new high school student groups: a **Mixed Race Affinity Group**, a **Christian Student Union**, and a **Women's Student Union**. To ensure these spaces are effective, welcoming, and safe, we will intentionally focus on building the facilitation skills of both our faculty advisors and our high school student affinity group leaders. Additionally, to better understand and serve our community, we recently gathered feedback from parents and caregivers regarding our adult affinity groups. We are currently reviewing this data and look forward to sharing next steps soon.

- **Cultivating and Sustaining True Allyship through Campus Spaces:**

Acknowledging that our physical environment scored below benchmarks for drawing people to our school, we will take advantage of our ongoing campus renovations and new K-12 gathering spaces to highlight our international identity, establish authentic traditions, and cultivate sustained allyship across cultures.

Through this refined framework of **Community, Dignity, + Belonging**, our high-level goals are transformed into everyday practices of being seen, heard, valued, and empowered. By centering these values in everything we do, we invite every student, family, and staff member to actively share in the joy and responsibility of shaping our school culture together.